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MEMORANDUM TO: Director of Central Intelligence
FROM : Assistant Director for Reports and Estimates
Assistant Director for Scientific Intelligence
SUBJECT : "Office of Overt Collection" proposed by OCD
REFERENCE : AD/OCD Memorandum for the Director dated 27 March 1950,
subject "Proposed Operation SOVMAT"

1. OSI and ORE concur in the recommendation made by the AD/OCD that the Office of Operations assume the role of an "Office of Overt Collection" and that the Liaison Division of OCD be transferred to that Office. The establishment of an adequate system of collection is one of the most pressing problems facing the Central Intelligence Agency, and in our opinion the AD/OCD should be commended for making this important, far-reaching recommendation.

2. ORE and OSI not only concur in the recommendation but urge that it be implemented without delay. Both Offices are on record concerning the inadequacies in field collection, which can be traced in a large part to the existing organization of the collection machinery. There is at present no organization with clear cut responsibility and authority to collect the required information wherever it may be found. It is believed that there is so much information needed, and so much of it available for collection by an adequately trained and directed collection organization, that such an organization should rapidly become the largest and most important single collector of intelligence information in the United States Government.

3. OSI and ORE should continue to formulate requirements and are prepared to assign collection action to this collection office and to all other collection agencies in the form of requirements that will

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represent the integrated views of substantively competent analysts of the IAC agencies. This will avoid the necessity of one collection office assigning collection action to another, and will allow the evaluating offices to assign collection action on the basis of their knowledge of the adequacy of the various sources of information. Both offices should handle the necessary liaison with other intelligence producing components to fulfill their responsibilities for fully integrated requirements.

4. It is contemplated that the augmented Office of Operations would assume responsibility for collection from all sources within the United States Government in addition to the functions already performed by that office. Collection from governmental sources has not been adequately performed by any office of the Central Intelligence Agency up to the present time.

5. ORE and OSI believe that the liaison problem now facing the Central Intelligence Agency is fundamentally different from that which led to the establishment of the Liaison Division in OCD. Both ORE and OSI are now well informed about the key personnel in other agencies that should be contacted with regard to various substantive problems, and the danger of confusion and overlap in contact by several different persons from the Central Intelligence Agency has been reduced to a minimum. The present problem is one of stimulating close personal liaison between CIA analysts and key government officials outside the Agency. This is a problem of office function, not of agency control, and should be handled by the offices concerned. There is, of course, a necessity for a liaison control

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- 3 -

point in the Agency for security purposes, through which the offices could screen new contacts. This could be accomplished even though the existing Liaison Division were moved to OO.

6. It is believed that the OCD proposal is realistic and workable, that it would solve fundamental problems in the intelligence process, and that the problems created by such a change would be relatively minor and easily resolved.

7. It is therefore the recommendation of ORE and OSI that the OCD proposal contained in paragraph 3a of reference be implemented without delay.

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